

**Exhibit 300 (BY2009)**

PART ONE	
OVERVIEW	
1. Date of Submission:	2007-09-10
2. Agency:	015
3. Bureau:	45
4. Name of this Capital Asset:	End to End Publishing - Major
5. Unique Project Identifier:	015-45-01-13-01-2523-00
6. What kind of investment will this be in FY2009?	
Mixed Life Cycle	
7. What was the first budget year this investment was submitted to OMB?	
FY2009	
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap.	
<p>The End-to-End Publishing (E2EP) Project is requesting funding for BY 2009. The purpose of E2EP is to provide new information technology solutions to support and streamline development, publishing, and distribution processes of IRS documents including tax forms, instructions and publications for the American public. Many of the documents are required for compliance with federal tax laws. This project deployed Release 1A in June 2006; Release 1B will deploy in April 2008; and Release 2 will deploy in early 2010. The project was promoted to major investment status for BY2009; development activities will be completed that year. This project (Release 1A - language translation, Release 1B - document management and workflows, Release 2 - publishing and distribution management) supports the goal of modernizing the IRS through its people, processes, and technology by replacing labor-intensive manual processes and incompatible legacy systems with streamlined, automated and standardized applications that enable Media &amp; Publications to make more efficient use of resources to deliver products to its customers. The project also supports Executive Order 13166 with an increased number of translated documents for limited English proficient taxpayers. The project supports Treasury's goal of improved electronic systems to distribute information to the public with a new document management system (DMS) and improved production management applications. The DMS stores development and final versions of products with supporting documentation (including related stakeholder feedback) and provides research capability to reduce duplication of effort. E2EP will improve planning and tracking product development status, cross-functional management reporting, better forecasting of postage and shipping costs, and electronic record management. Employee resources will be better utilized with automated workflows that enforce business rules and consistency in production processes. Managers will have instant access to all steps in a production process and security audit logs will enforce integrity. Services to internal and external customers will improve with self-managed subscriptions to products of interest and automatic notifications to reviewers and stakeholders of new or modified product availability. The integrated solution addresses performance gaps including obsolete and incompatible systems, labor-intensive manual processes, and limited reporting capability.</p>	
9. Did the Agency's Executive/Investment Committee approve this request?	
yes	
9.a. If "yes," what was the date of this approval?	
2007-08-16	
10. Did the Project Manager review this Exhibit?	
yes	
11. Project Manager Name:	
Heiser, David	
Project Manager Phone:	
202-622-3412	
Project Manager Email:	
David.W.Heiser@irs.gov	
11.a. What is the current FAC-P/PM certification level of the project/program manager?	

TBD	
12. Has the agency developed and/or promoted cost effective, energy-efficient and environmentally sustainable techniques or practices for this project.	
no	
12.a. Will this investment include electronic assets (including computers)?	
no	
12.b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only)	
no	
13. Does this investment directly support one of the PMA initiatives?	
yes	
If yes, select the initiatives that apply:	
<input type="checkbox"/> Budget Performance Integration <input type="checkbox"/> Expanded E-Government <input type="checkbox"/> Financial Performance <input type="checkbox"/> Human Capital	
13.a. Briefly and specifically describe for each selected how this asset directly supports the identified initiative(s)? (e.g. If E-Gov is selected, is it an approved shared service provider or the managing partner?)	
E2EP 1. Reduces the time to manage product development, publishing, and distribution activities. 2. Has performance goals and collects data to compare planned to actual performance. 3. Will have an automated system to collect costs and compare them with budgets to maintain costs within budgets. 4. Is increasing intranet access to authors, reviewers, and approvers of tax products and increasing internet access to taxpayers for tax forms, instructions, etc.	
14. Does this investment support a program assessed using the Program Assessment Rating Tool (PART)?	
no	
15. Is this investment for information technology?	
yes	
16. What is the level of the IT Project (per CIO Council's PM Guidance)?	
Level 2	
17. What project management qualifications does the Project Manager have? (per CIO Council's PM Guidance)	
(2) Project manager qualification is under review for this investment	
18. Is this investment identified as high risk on the Q4 - FY 2007 agency high risk report (per OMB memorandum M-05-23)?	
no	
19. Is this a financial management system?	
no	
20. What is the percentage breakout for the total FY2008 funding request for the following? (This should total 100%)	
Hardware	0
Software	0
Services	96
Other	4
21. If this project produces information dissemination products for the public, are these products published to the Internet in conformance with OMB Memorandum 05-04 and included in your agency inventory, schedules and priorities?	
yes	
22. Contact information of individual responsible for privacy related questions.	
Name	
Carlos Moura	
Phone Number	

202- 927-0730			
Title			
Management and Program Analyst			
Email			
carlos.moura@irs.gov			
23. Are the records produced by this investment appropriately scheduled with the National Archives and Records Administration's approval?			
yes			
24. Does this investment directly support one of the GAO High Risk Areas?			
no			
<b>SUMMARY OF SPEND</b>			
1. Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in millions, and are rounded to three decimal places. Federal personnel costs should be included only in the row designated Government FTE Cost, and should be excluded from the amounts shown for Planning, Full Acquisition, and Operation/Maintenance. The total estimated annual cost of the investment is the sum of costs for Planning, Full Acquisition, and Operation/Maintenance. For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.			
All amounts represent Budget Authority			
	PY-1 & Earlier	PY	CY
	-2006	2007	2008
Planning Budgetary Resources	2.499	0.000	0.000
Acquisition Budgetary Resources	6.456	4.200	1.850
Maintenance Budgetary Resources	0.279	0.329	0.439
Government FTE Cost	4.494	1.210	1.516
# of FTEs	65	33	21
Note: For the cross-agency investments, this table should include all funding (both managing partner and partner agencies).			
Government FTE Costs should not be included as part of the TOTAL represented.			
2. Will this project require the agency to hire additional FTE's?			
no			
3. If the summary of spending has changed from the FY2008 President's budget request, briefly explain those changes.			
Per decision by IRS Modernization Executive Governance, project is suspended for FY 2008 due to agency modernization funding shortfall. Funding for FY 2009 and subsequent years is unknown at this point (01-02-2008).			
<b>PERFORMANCE</b>			
In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan. The investment must discuss the agency's mission and strategic goals, and performance measures (indicators) must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g., improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 2xxx, etc.). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestones, or investment, or general goals, such as, significant, better, improved that do not have a quantitative measure.			
Agencies must use the following table to report performance goals and measures for the major investment and use the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM). Map all Measurement Indicators to the corresponding Measurement Area and Measurement Grouping identified in the PRM. There should be at least one Measurement Indicator for each of the four different Measurement Areas (for each fiscal year). The PRM is available at <a href="http://www.egov.gov">www.egov.gov</a> . The table can be extended to include performance measures for years beyond FY 2009.			

	Fiscal Year	Strategic Goal Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Planned Improvement to the Baseline	Actual Results
1	2008	Manage the U.S. Government's Finances Effectively	Technology	Data Standardization or Tagging	Translation Standardization: The ratio of the amount of high quality translation memory segment matches (80% match or higher) over the total number of words in a new translation task for that period. Measured monthly and reported quarterly.	Measure baseline value	Baseline value	
2	2008	Manage the U.S. Government's Finances Effectively	Customer Results	Service Efficiency	Translation Efficiency (rate): Ratio of the total number of words to be translated (in a specified period of time) divided by the number of FTEs who perform the translating. Measured monthly and reported quarterly.	Measure baseline value	Baseline value	
3	2008	Manage the U.S. Government's Finances Effectively	Processes and Activities	Efficiency	Efficiency (rate): Ratio of the total number of pages published and distributed (in a specified period of time) by E2EP divided by the number of FTEs who perform the publishing and distribution. Measured monthly and reported quarterly.	Measure baseline value	Baseline value	
4	2008	Manage the U.S. Government's	Mission and Business Results	Taxation Management	Schedule Adherence: The percentage of	Measure baseline value	Baseline value	

		Finances Effectively			all scheduled E2EP publishing and distribution activities and efforts that are on or ahead of schedule during a specified time period. Measured monthly and reported quarterly.			
5	2008	Manage the U.S. Government's Finances Effectively	Customer Results	Customer Satisfaction	Customer Satisfaction: Percentage of customers who are satisfied with E2EP products and services, during a specified period of time, based on responses to customer surveys. Measured and reported quarterly.	Measure baseline value	Baseline value	
6	2009	Manage the U.S. Government's Finances Effectively	Technology	Data Standardization or Tagging	Translation Standardization: The ratio of the amount of high quality translation memory segment matches (80% match or higher) over the total number of words in a new translation task for that period. Measured monthly and reported quarterly.	FY08 measured value	8% improvement over FY08 baseline value	
7	2009	Manage the U.S. Government's Finances Effectively	Customer Results	Service Efficiency	Translation Efficiency (rate): Ratio of the total number of words to be translated (in a specified period of time) divided by the number of FTEs who perform the translating. Measured monthly and	FY08 measured value	4% improvement over FY09 baseline value	

					reported quarterly.			
8	2009	Manage the U.S. Government's Finances Effectively	Processes and Activities	Efficiency	Efficiency (rate): Ratio of the total number of pages published and distributed (in a specified period of time) by E2EP divided by the number of FTEs who perform the publishing and distribution. Measured monthly and reported quarterly.	FY08 measured value	5% improvement over FY08 baseline value	
9	2009	Manage the U.S. Government's Finances Effectively	Mission and Business Results	Taxation Management	Schedule Adherence: The percentage of all scheduled E2EP publishing and distribution activities and efforts that are on or ahead of schedule during a specified time period. Measured monthly and reported quarterly.	FY08 measured value	8% improvement over FY08 baseline value	
10	2009	Manage the U.S. Government's Finances Effectively	Customer Results	Customer Satisfaction	Customer Satisfaction: Percentage of customers who are satisfied with E2EP products and services, during a specified period of time, based on responses to customer surveys. Measured and reported quarterly.	FY08 measured value	5% improvement over FY08 baseline value	
11	2010	Manage the U.S. Government's Finances Effectively	Technology	Data Standardization or Tagging	Translation Standardization: The ratio of the amount of high quality translation memory segment matches (80% match or	FY08 measured value	16% improvement over FY08 baseline value	

					higher) over the total number of words in a new translation task for that period. Measured monthly and reported quarterly.			
12	2010	Manage the U.S. Government's Finances Effectively	Customer Results	Service Efficiency	Translation Efficiency (rate): Ratio of the total number of words to be translated (in a specified period of time) divided by the number of FTEs who perform the translating. Measured monthly and reported quarterly.	FY08 measured value	8% improvement over FY08 baseline value	
13	2010	Manage the U.S. Government's Finances Effectively	Processes and Activities	Efficiency	Efficiency (rate): Ratio of the total number of pages published and distributed (in a specified period of time) by E2EP divided by the number of FTEs who perform the publishing and distribution. Measured monthly and reported quarterly.	FY08 measured value	10% improvement over FY08 baseline value	
14	2010	Manage the U.S. Government's Finances Effectively	Mission and Business Results	Taxation Management	Schedule Adherence: The percentage of all scheduled E2EP publishing and distribution activities and efforts that are on or ahead of schedule during a specified time period. Measured monthly and reported quarterly.	FY08 measured value	16% improvement over FY08 baseline value	
15	2010	Manage the U.S. Government's	Customer Results	Customer Satisfaction	Customer Satisfaction: Percentage of	FY08 measured value	10% improvement over FY08	

		Finances Effectively			customers who are satisfied with E2EP products and services, during a specified period of time, based on responses to customer surveys. Measured and reported quarterly.		baseline value	
16	2010	Manage the U.S. Government's Finances Effectively	Processes and Activities	Financial Management	Cost Per Published Product: Ratio of E2EP publishing and distribution costs, incurred during a specified period of time, to the total number of published and distributed products. Measured monthly and reported quarterly.	Measure baseline values	Baseline value	
17	2010	Manage the U.S. Government's Finances Effectively	Technology	Response Time	Demand Responsiveness: The percentage of all product orders that are delayed beyond the promised delivery date during a specified period of time. Measured monthly and reported quarterly.	Measure baseline values	Baseline value	
18	2011	Manage the U.S. Government's Finances Effectively	Technology	Data Standardization or Tagging	Translation Standardization: The ratio of the amount of high quality translation memory segment matches (80% match or higher) over the total number of words in a new translation task for that period. Measured monthly and	FY08 measured value	24% improvement over FY08 baseline value	



					reported quarterly.			
19	2011	Manage the U.S. Government's Finances Effectively	Customer Results	Service Efficiency	Translation Efficiency (rate): Ratio of the total number of words to be translated (in a specified period of time) divided by the number of FTEs who perform the translating. Measured monthly and reported quarterly.	FY08 measured value	12% improvement over FY08 baseline value	
20	2011	Manage the U.S. Government's Finances Effectively	Processes and Activities	Efficiency	Efficiency (rate): Ratio of the total number of pages published and distributed (in a specified period of time) by E2EP divided by the number of FTEs who perform the publishing and distribution. Measured monthly and reported quarterly.	FY08 measured value	15% improvement over FY08 baseline value	
21	2011	Manage the U.S. Government's Finances Effectively	Mission and Business Results	Taxation Management	Schedule Adherence: The percentage of all scheduled E2EP publishing and distribution activities and efforts that are on or ahead of schedule during a specified time period. Measured monthly and reported quarterly.	FY08 measured value	24% improvement over FY08 baseline value	
22	2011	Manage the U.S. Government's Finances Effectively	Customer Results	Customer Satisfaction	Customer Satisfaction: Percentage of customers who are satisfied with E2EP products and services, during a specified period of time,	FY08 measured value	15% improvement over FY08 baseline value	

					based on responses to customer surveys. Measured and reported quarterly.			
23	2011	Manage the U.S. Government's Finances Effectively	Processes and Activities	Financial Management	Cost Per Published Product: Ratio of E2EP publishing and distribution costs, incurred during a specified period of time, to the total number of published and distributed products. Measured monthly and reported quarterly.	FY10 measured value	5% improvement over FY10 baseline value	
24	2011	Manage the U.S. Government's Finances Effectively	Technology	Response Time	Demand Responsiveness: The percentage of all product orders that are delayed beyond the promised delivery date during a specified period of time. Measured monthly and reported quarterly.	FY10 measured value	8% improvement over FY10 baseline value	

## EA

*In order to successfully address this area of the business case and capital asset plan you must ensure the investment is included in the agency's EA and Capital Planning and Investment Control (CPIC) process, and is mapped to and supports the FEA. You must also ensure the business case demonstrates the relationship between the investment and the business, performance, data, services, application, and technology layers of the agency's EA.*

1. Is this investment included in your agency's target enterprise architecture?

yes

2. Is this investment included in the agency's EA Transition Strategy?

yes

2.a. If yes, provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment.

End to End Publishing (E2EP). In the IRS Enterprise Transition Plan (ver. 2.0.2, Sept. 2006), the E2EP project is included in the Customer Service domain's list of programs and projects (Section 3.3.8). In the Treasury Transition Plan (vol. 7, Sept. 2006), the E2EP project leverages functionality associated with the Treasury-Wide Enterprise Content Management Solution (Sect. 3.3.4) enterprise service segment to fulfill Taxation Management line of business capabilities (Sect. 3.1.10).

3. Is this investment identified in a completed (contains a target architecture) and approved segment architecture?

yes

3.a. If yes, provide the name of the segment architecture as provided in the agency's most recent annual EA Assessment.

Enterprise Transition Plan, Volume 1: Enterprise Transition Strategy (IRS)

4. Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <http://www.whitehouse.gov/omb/egov/>.

Component: Use existing SRM Components or identify as NEW. A NEW component is one not already identified as a service component in the FEA SRM.

Reused Name and UPI: A reused component is one being funded by another investment, but being used by this investment. Rather than answer yes or no, identify the reused service component funded by the other investment and identify the other investment using the Unique Project Identifier (UPI) code from the OMB Ex 300 or Ex 53 submission.

Internal or External Reuse?: Internal reuse is within an agency. For example, one agency within a department is reusing a service component provided by another agency within the same department. External reuse is one agency within a department reusing a service component provided by another agency in another department. A good example of this is an E-Gov initiative service being reused by multiple organizations across the federal government.

Funding Percentage: Please provide the percentage of the BY requested funding amount used for each service component listed in the table. If external, provide the funding level transferred to another agency to pay for the service.

	Agency Component Name	Agency Component Description	Service Type	Component	Reused Component Name	Reused UPI	Internal or External Reuse?	Funding %
1	Content Management System	Supports the development, assembly, and versioning of IRS tax forms, publications, internal-use products, training material, policy and guidance documents, etc.	Content Management	Content Authoring			No Reuse	2
2	Customer Comment Capability	Manage control and response to customer comments regarding IRS tax forms and publications.	Content Management	Content Review and Approval			No Reuse	2
3	IRS Document Delivery	Supports the distribution of IRS tax products by electronic subscription and availability on internal and external websites.	Content Management	Content Publishing and Delivery			No Reuse	2
4	Forecasting and Planning	Supports integration of new technology to improve forecasting of tax product needs to reduce shipping and postage.	Business Intelligence	Demand Forecasting / Mgmt			No Reuse	20
5	Reporting	Creation and transfer of standardized and canned reporting to support cross-functional management.	Reporting	Standardized / Canned			No Reuse	20

6	Forms Builder	Used to create and maintain structure and layout of user interface screens	Forms Management	Forms Creation			No Reuse	7
7	Forms Builder	Used to create and maintain structure and layout of user interface screens	Forms Management	Forms Modification			No Reuse	5
8	Records Management	Supports records retention and archiving.	Records Management	Document Retirement			No Reuse	10
9	Data Management	Provides for the transfer of data from legacy systems to E2EP database.	Data Management	Meta Data Management			No Reuse	25

5. To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component: Service Components identified in the previous question should be entered in this column. Please enter multiple rows for FEA SRM Components supported by multiple TRM Service Specifications.

Service Specification: In the Service Specification field, Agencies should provide information on the specified technical standard or vendor product mapped to the FEA TRM Service Standard, including model or version numbers, as appropriate.

	SRM Component	Service Area	Service Category	Service Standard	Service Specification (i.e., vendor and product name)
1	Content Authoring	Service Access and Delivery	Access Channels	Web Browser	Microsoft Internet Explorer
2	Content Publishing and Delivery	Service Access and Delivery	Service Requirements	Legislative / Compliance	Section 508 Compliance
3	Content Publishing and Delivery	Service Access and Delivery	Access Channels	Web Browser	Microsoft Internet Explorer
4	Forms Creation	Service Access and Delivery	Access Channels	Web Browser	Microsoft Internet Explorer
5	Content Publishing and Delivery	Service Platform and Infrastructure	Delivery Servers	Portal Servers	End-User Portal Project
6	Content Publishing and Delivery	Service Platform and Infrastructure	Database / Storage	Database	Documentum
7	Demand Forecasting / Mgmt	Component Framework	Data Management	Reporting and Analysis	Softeon
8	Content Review and Approval	Service Access and Delivery	Access Channels	Collaboration / Communications	Documentum
9	Content Authoring	Service Platform and Infrastructure	Database / Storage	Database	Documentum
10	Document Retirement	Service Platform and Infrastructure	Database / Storage	Database	Documentum
11	Forms Modification	Service Platform and Infrastructure	Database / Storage	Database	Documentum
12	Content Publishing and Delivery	Service Interface and Integration	Interoperability	Data Transformation	Documentum

<b>13</b>	Content Publishing and Delivery	Component Framework	Presentation / Interface	Content Rendering	Documentum
<b>14</b>	Forms Creation	Component Framework	Presentation / Interface	Content Rendering	Documentum
<b>15</b>	Standardized / Canned	Component Framework	Data Management	Reporting and Analysis	Business Objects
<b>16</b>	Meta Data Management	Service Interface and Integration	Interoperability	Data Format / Classification	Softeon

6. Will the application leverage existing components and/or applications across the Government (i.e., FirstGov, Pay.Gov, etc)?

no

## PART TWO

### RISK

*You should perform a risk assessment during the early planning and initial concept phase of the investment's life-cycle, develop a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk throughout the investment's life-cycle.*

*Answer the following questions to describe how you are managing investment risks.*

1. Does the investment have a Risk Management Plan?

yes

1.a. If yes, what is the date of the plan?

2007-05-18

1.b. Has the Risk Management Plan been significantly changed since last year's submission to OMB?

no

3. Briefly describe how investment risks are reflected in the life cycle cost estimate and investment schedule:

The current E2EP cost and schedule estimates include allowances for the impact of uncertainties associated with the various aspects of project and system planning, acquisition (including design, development, test, and implementation), and operations and maintenance. Cost and schedule estimates have been developed by a combination of experienced IRS Program and Project Managers, Information Technology contractors (i.e. system developers, integrators, and implementers), IRS operators and maintainers, and other users and stakeholders. These estimates have been independently validated by a trusted agent i.e. a Federally Funded Research and Development Center (FFRDC). The cost estimates were developed using a proven System Development Life Cycle (i.e. the IRS Enterprise Life Cycle) approach using a detailed Work Breakdown Structure (WBS) and an Integrated Master Schedule of both Government and contractor efforts, activities, and milestones. Those estimates included a Risk Management approach to identify, avoid, and mitigate risks. Those estimates were then adjusted to include an allowance for the impact of the most likely risks, to the cost drivers, that could not be fully avoided or only partially mitigated. The overall risk mitigation strategy included the implementation of the investment in 3 software incremental releases (1A, 1B, and 2) that allows the gradual implementation of functionality and corrections to rectify functions that do not perform as well as originally planned and anticipated.

### COST & SCHEDULE

1. Does the earned value management system meet the criteria in ANSI/EIA Standard 748?

no

2. Is the CV% or SV% greater than  $\hat{A} \pm 10\%$ ?

3. Has the investment re-baselined during the past fiscal year?

no